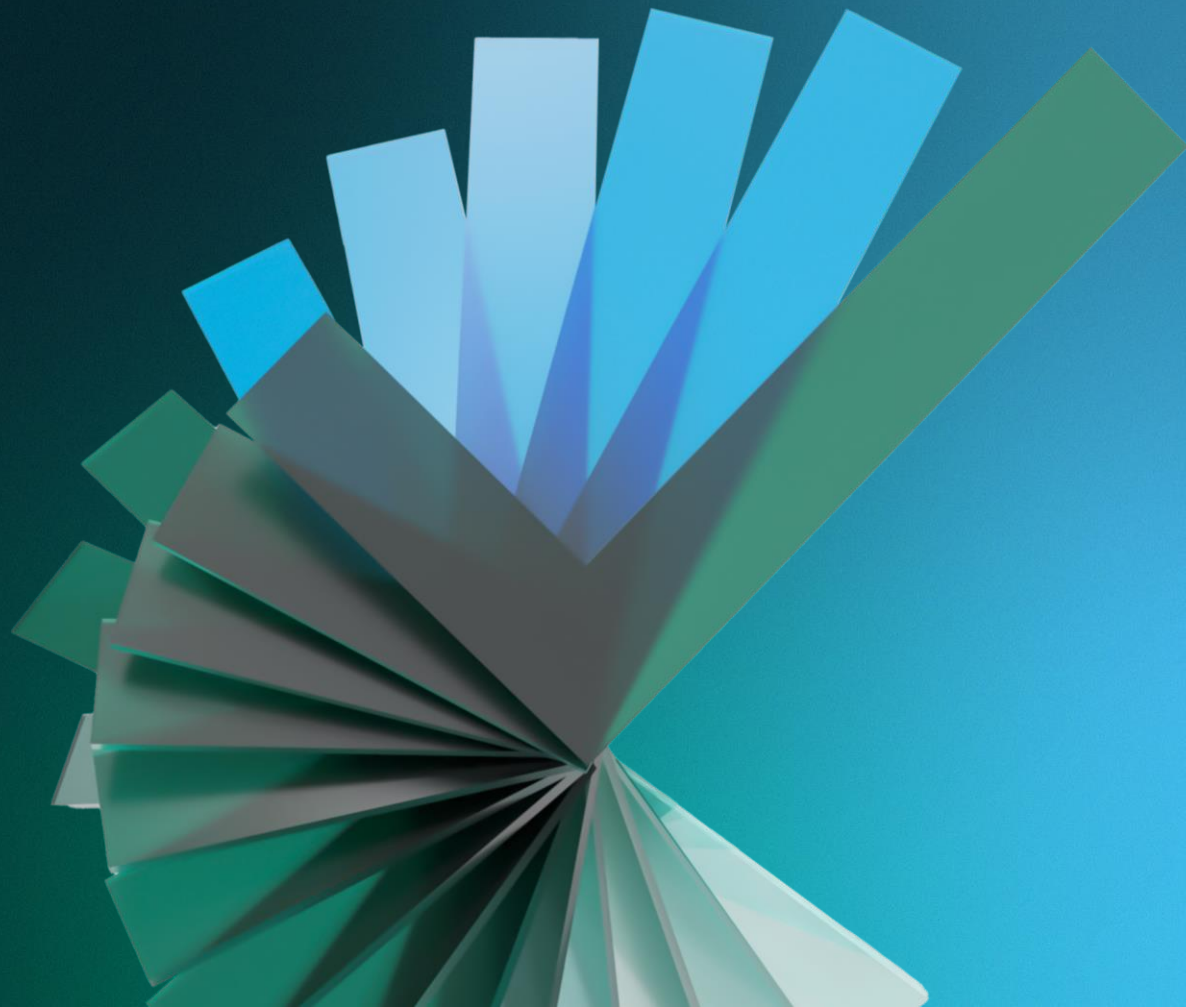




# Innovate for Growth 2027

Strategic plan  
Press conference

7 November 2024, Paris



## Q3 2024, a strong finish to “Growth for Impact 2024”

**€396.3m**

Revenue and income, up **+10.0%**

**58%**

non-volume related<sup>(1)</sup> revenue

**€150.5m**

Underlying costs excl. D&A, **+2.7%**

**€245.8m**

Adjusted EBITDA, up **+15.1%**

**62.0%**

Adjusted EBITDA margin,  
**+2.7pts**

**€180.8m**

Adjusted net income, **+23.4%**

**€1.74**

Adjusted<sup>(2)</sup> EPS, **+26.1%**

**€237.4m**

Net operating cash flow

**1.5x**

Net Debt to adj. EBITDA<sup>(3)</sup>





Unless stated otherwise, percentages compare Q3 2024 figures with Q3 2023

<sup>(1)</sup>Non-volume related revenue includes Listing exc. IPO, Advanced Data Services, Custody Settlement and other post-trade, fixed revenue from Clearing activities (such as NTI and membership fees), Investor Services, Technology Solution, Other Income and Transitional Revenue

<sup>(2)</sup>Definition in appendix - Basic number of outstanding shares at 103,649,167 for 9M 2024, 9M 2023 basic outstanding shares at 106,563,821 shares

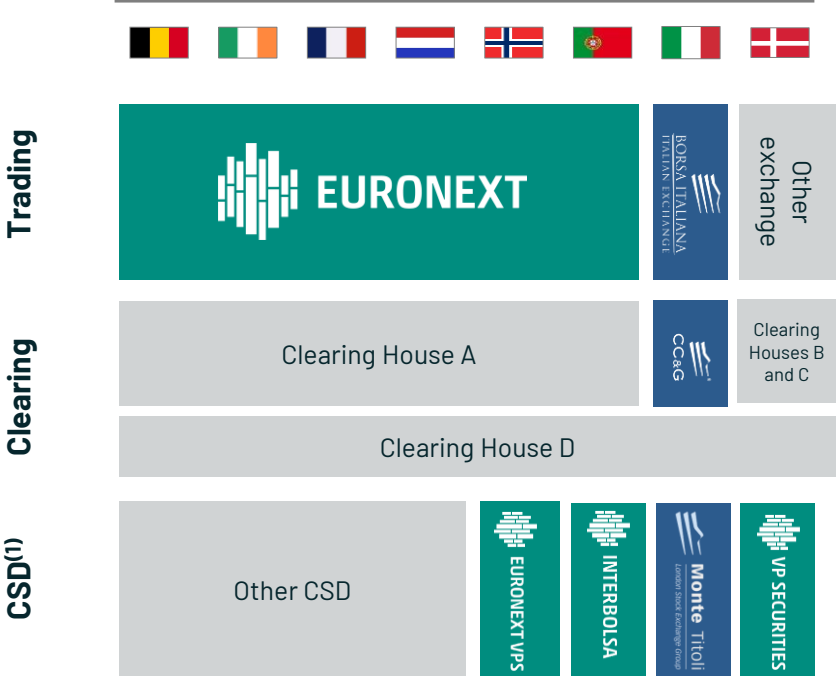
<sup>(3)</sup>Last twelve months adjusted EBITDA

# Euronext delivered on its “Growth for Impact 2024” strategic targets a quarter in advance

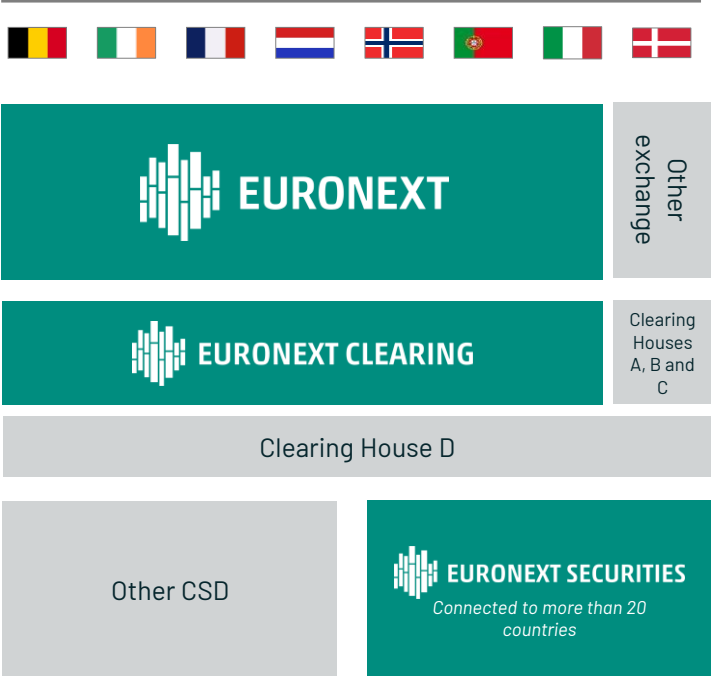
	<b>“Leverage Euronext’s integrated value chain”</b>	✓	Migration of the Core Data Centre from the UK to Italy	Migration of Italian cash and derivatives markets to Optiq®	European expansion of Euronext Clearing
	<b>“Pan-Europeanise Euronext CSDs”</b>	✓	Convergence of Euronext Securities offering	Expansion of value added services across Euronext Securities	Innovative new datasets and solutions to enhance settlement
	<b>“Build upon Euronext’s leadership in Europe”</b>	✓	Reinforced leadership in equity and debt listing	New innovative offering for trading members	Expansion of the data offering for new asset classes
	<b>“Empower sustainable finance”</b>	✓	Validated science-based emission reduction targets	ESG version of Euronext flagship indices	Launch of My ESG Profile and #1 venue for ESG bonds worldwide

# Euronext has built a powerful and integrated position across the value chain (1/2)

Value chain in 2020



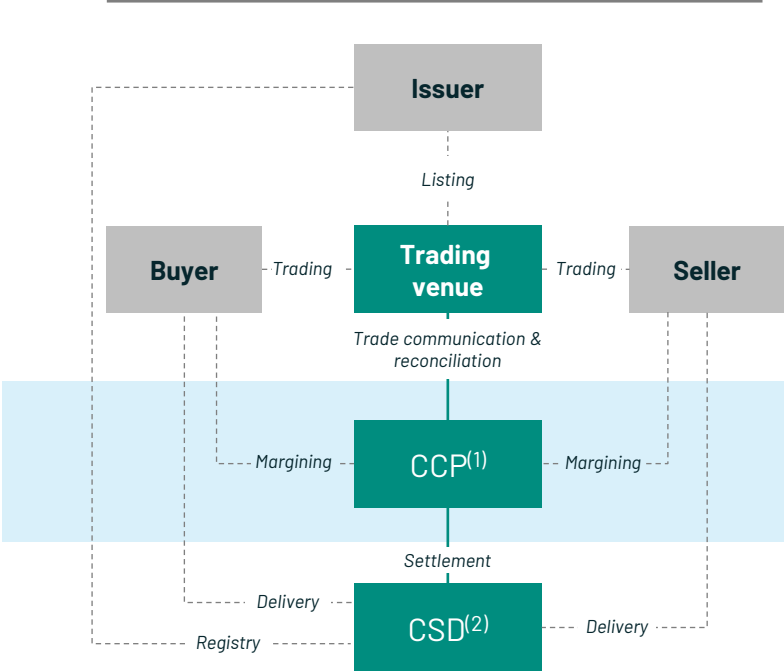
Value chain in 2024



<sup>(1)</sup> Central security depository  
For illustrative purpose only

# Euronext has built a powerful and integrated position across the value chain (2/2)

## Capital market value chain



## Asset classes







Cash Equity	ETF	Derivatives <sup>(3)</sup>	Fixed income	Power spot	FX
← Optiq® →					
✓	✓	✓	✓	✓	✓
✓	✓	✓	✓	Asset classes usually not centrally cleared	
<b>Full integration completed in 2024</b>					
✓	✓		✓		



Euronext
  Managed by Euronext
  Intermediated

(1) Central counterparty; (2) central security depository; (3) single-stock derivatives, index derivatives, warrants, commodity derivatives

# A unique track record of successful integration and operational leverage

	Initial targets	Achievements	As % of initial targets	Timing
 2014/2016 efficiency programme	€60 million	€85 million	140%	1 year in advance
 2016/2018 efficiency programme	€22 million	€24 million	110%	1 year in advance
 Euronext Dublin	€6 million <sup>(1)</sup>	€8 million <sup>(1)</sup>	130%	1 year in advance
 Oslo Børs VPS	€12 million <sup>(1)</sup>	€14 million	115%	1 year in advance
 VP Securities	€7 million <sup>(2)</sup>	€8 million	109%	2 years in advance
 Borsa Italiana Group	<p>€60 million in April 2021</p> <p>(€115 million in February 2023)</p>	<ul style="list-style-type: none"> <li>▪ €121 million of run-rate cumulated EBITDA synergies reached</li> <li>▪ ~2x initial targeted synergies of €60 million announced in April 2021</li> </ul>		

**Total**

**€167 million**

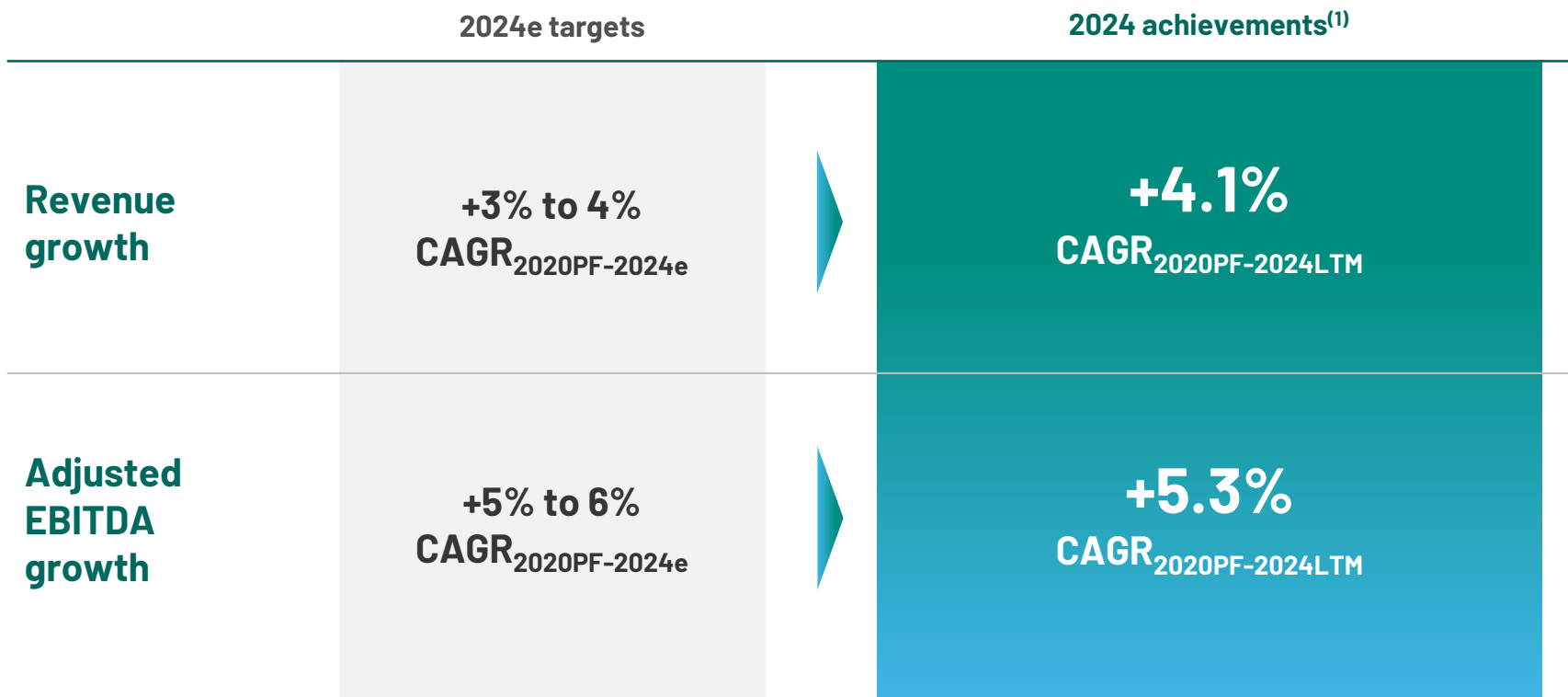
(€223 million as revised in February 2023)

**€260 million**



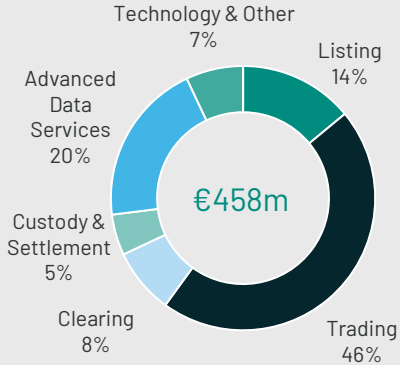
<sup>(1)</sup>Run-rate cost synergies; <sup>(2)</sup>Run-rate cash cost synergies

# “Growth for Impact 2024” targets achieved thanks to exceptional integration capabilities, organic growth and cost discipline



# Successful diversification of the topline drove growth through cycles

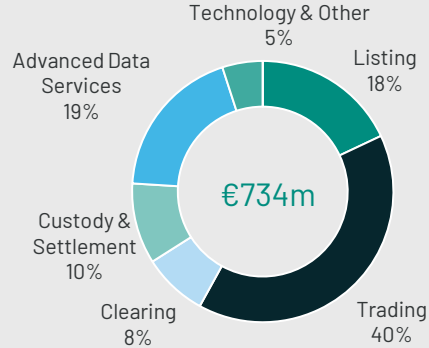
FY2014 revenue



**Of which:**  
Cash equity trading 36%  
Derivatives trading 10%

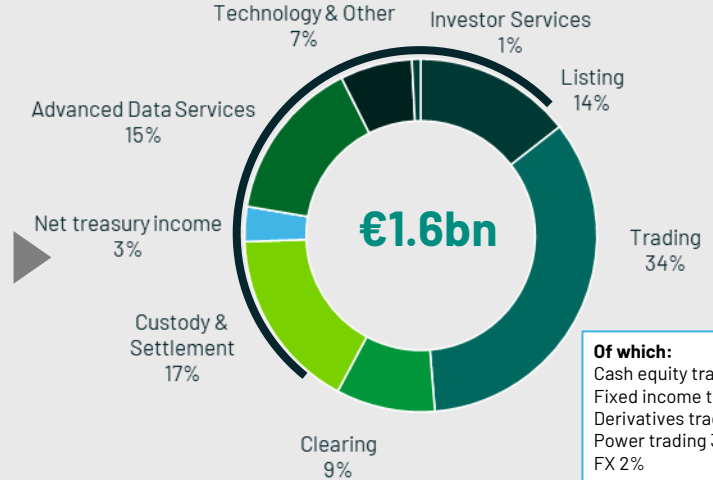
Non-volume related revenue  
**44%**

FY2018 pro forma revenue



Non-volume related revenue  
**51%**

Last twelve months 2024 revenue and income<sup>(1)</sup>

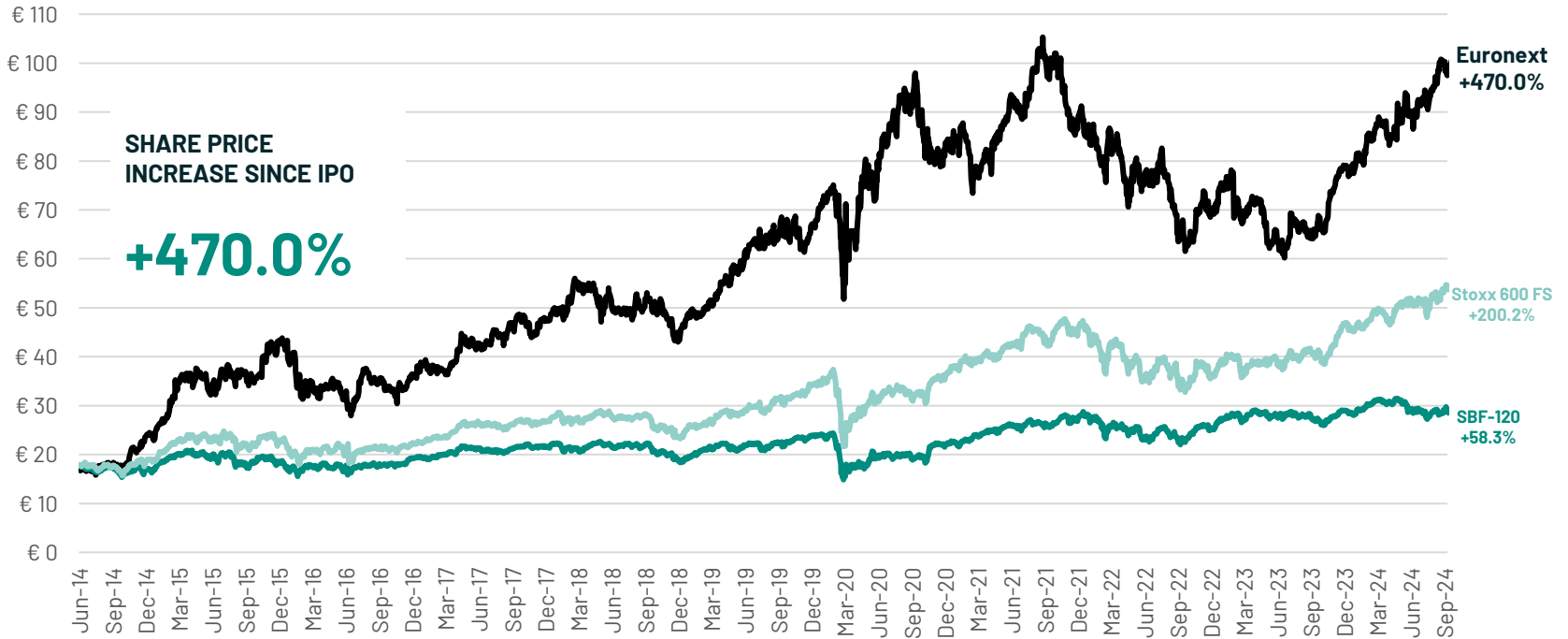


**Of which:**  
Cash equity trading 17%  
Fixed income trading 9%  
Derivatives trading 3%  
Power trading 3%  
FX 2%

Non-volume related revenue  
**59%**



# Long-term share price overperformance driven by superior operational execution





# Innovate for Growth 2027

Strategic ambitions



EURONEXT





## Strategic priorities of “Innovate for growth 2027”

I.

**Accelerate growth  
in non-volume  
business**

II.

**Expand the FICC  
trading and clearing  
franchise**

III.

**Build upon our  
leadership in trading**

**Empower sustainable finance through ambitious ESG commitments**

**Enhance operational excellence through AI**

**Deliver value-accretive M&A**

# “Innovate for Growth 2027” unleashes Euronext’s organic revenue growth potential

## 2027 targets

Revenue and income growth

**Above +5%** CAGR '23-'27e

Adjusted EBITDA growth

**Above +5%** CAGR '23-'27e

Capex / Sales

**4-6%** investments in growth

Target long-term net leverage

Net debt / Adjusted EBITDA:  
targeted range of **1.0-2.0x** <sup>(1)</sup>

new

Capital distribution

Dividend Payout **50%**<sup>(2)</sup> + special returns to  
shareholders depending on leverage <sup>(3)</sup>

new

# I. Accelerate growth in non-volume business

## Securities Services

Position Euronext Securities as the CSD of choice in Europe

Become a global champion in listing

## Capital Market & Data solutions

Scale up SaaS offering

Ramp up the monetisation of diversified datasets

## Today, Euronext Securities has a combination of assets which is unique in Europe

A large and diversified  
base of assets across  
Europe

An integrated operating  
model

A fast-growing portfolio  
of value-added services

A single liquidity pool  
across borders

**€7 trillion AuC<sup>(1)</sup>**

Access to capital  
markets across **20+**  
countries through our  
network of links

**A single corporate  
actions platform**  
delivering superior client  
experience

High growth over the  
period  
Reinforced with the  
acquisition of

**Δ acupay** | system

**#1** Target-to-securities  
cross-CSD volumes in  
Europe with **73%**  
market share<sup>(2)</sup>

# Tomorrow, we will position Euronext Securities as the CSD of choice in Europe

## Growth tailwinds

Client demand for **European solutions**

Policy push for a **European Savings & Investments Union**

Increasing and stimulated **retail participation**, including cross-border

## 2027 roadmap

- **Expand European footprint** through open architecture, existing network of links and T2S gateway
- **Extend value-added services** to capture further business along the value chain, especially on tax and data services
- **Integrate the operating model** of Euronext Securities to deliver best-in-class client experience

# Today, Euronext is the leading European primary markets venue

## #1

### Equity listing venue in Europe

**c.1,900** local and global issuers

**€6.3tn** aggregated market capitalisation

**c.400** listings raised  
€36bn<sup>(1)</sup>

**c.1,800** follow-on operations raised €136bn<sup>(1)</sup>

## #1

### Debt listing venue worldwide

**56,000+** listed bonds

**4,500+** issuers

**2,300+** listed funds

**€13tn+** money raised<sup>(1)</sup>

## Leadership position

**International** **200** international companies  
**20%** of international listings<sup>(1)</sup>  
Debt issuers from **110+** countries

**Tech** **110+** Euronext Tech Leaders  
**48%** of new equity listings<sup>(1)</sup>

**ESG** **1,900+** ESG bond listings<sup>(1)</sup>  
**49%** ESG bond market share in Europe<sup>(1)(2)</sup>  
**1,800** company ESG profiles

**SME** **350+** new SME listings<sup>(1)</sup>  
**1,000+** IPOready alumni  
**2,000** Elite members



# Tomorrow, Euronext will become a global champion in Listing

## Growth tailwinds

Increasing **financing needs**

**Regulatory** developments to support EU competitiveness

Demand of **international issuers and investors** for deeper liquidity pools

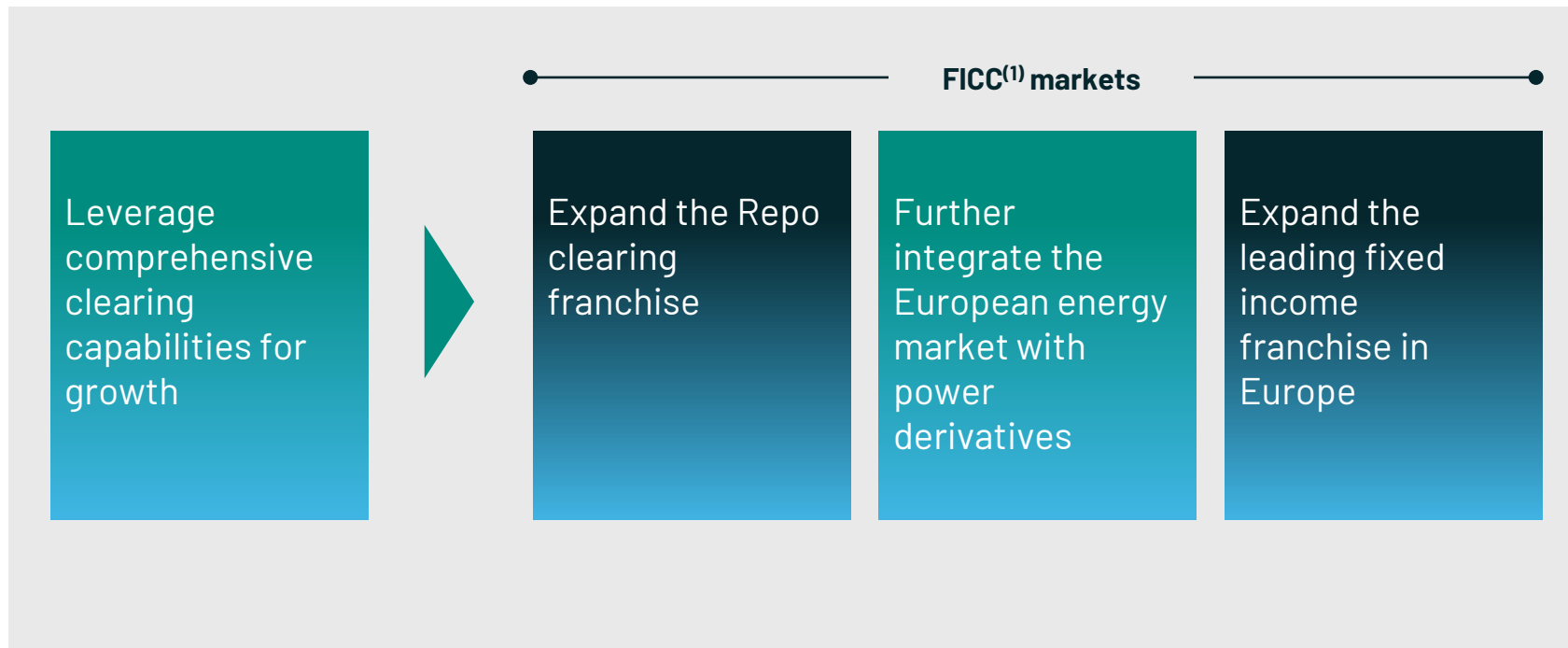
Wider **retail participation**

## 2027 roadmap

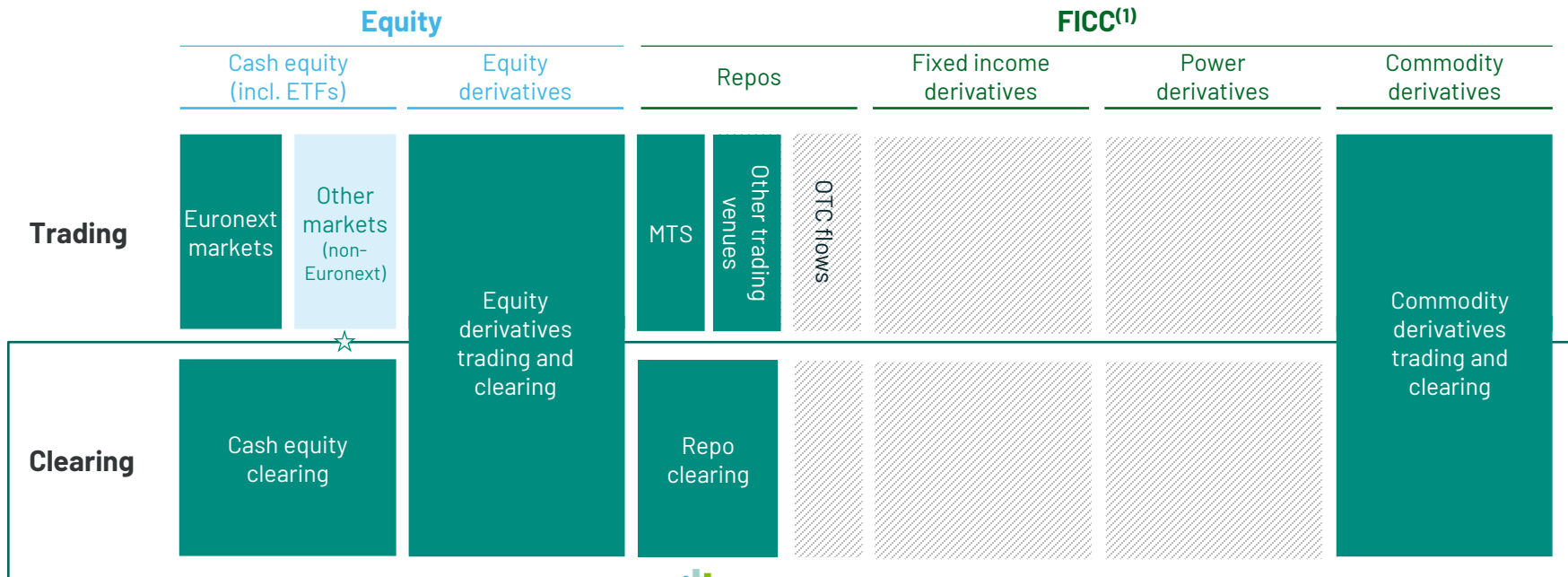
- **Grow Euronext's listing franchise globally** to attract international equity and debt issuers
- **Become the listing venue of reference for Tech companies in Europe**
- **Improve access to capital** with streamlined listing process across markets to reinforce competitiveness, notably for SMEs
- **Provide retail investors with simplified access to primary and secondary issuances** of listed companies



## II. Expand the FICC trading and clearing franchise



# Today, Euronext powers trading and clearing of key asset classes: cash equity, equity derivatives, Italian repos and commodity derivatives



- ☆ Open-access to Euronext Clearing
- █ Currently offered by Euronext
- ▨ Not currently offered by Euronext

**EURONEXT CLEARING**

**800m**  
trades cleared p.a.

**€27tn**  
Repo notional cleared <sup>(2)</sup>

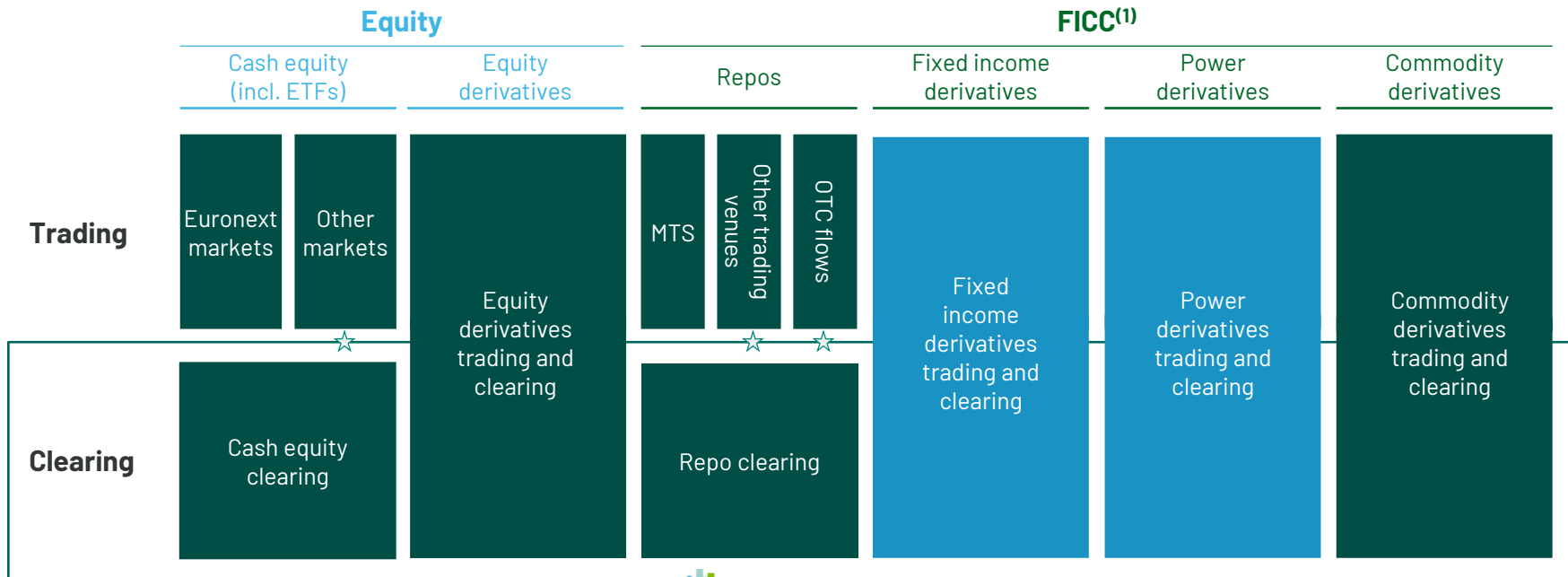
**103 unique direct members**

55% Italian and 45% international. 100% increase since 2021.



<sup>(1)</sup>Fixed income, currencies and commodities; <sup>(2)</sup>including double counting, annualised based on October 2024 YTD volumes

# Tomorrow, Euronext's comprehensive clearing capabilities will fuel further growth in high-potential asset classes (1/2)



- ☆ Open-access to Euronext Clearing
- Geographic, product and/or service expansion
- New offering launched



## Tomorrow, Euronext's comprehensive clearing capabilities will fuel further growth in high-potential asset classes (2/2)

### Growth tailwinds

Client need for **balance sheet optimisation** and **counterparty risk reduction** through CCP

Client demand for **European solutions**

**Regulatory action** mandating clearing for specific products

### 2027 roadmap

- **Launch a compelling European value proposition for repo clearing and collateral management** and leverage leading positioning on Italian Repos
- **Expand and diversify cash equity, equity derivatives as well as commodities derivatives franchises**
- **Expand the leadership of Nord Pool to derivatives contracts** trading and clearing, leveraging on Euronext's integrated value chain
- **Launch an innovative set of fixed income derivatives** leveraging on our strong fixed income Italian market footprint

## Today, Nord Pool is the leading pan-European power marketplace

### Offering efficient, secure and simple power trading across Europe



Growing underlying market with electrification and renewables



Solid, robust and scalable platform to capture the growth



Best-in class customer relationship to ensure retention and conquer new markets and clients



**The world's first power exchange**



**Trading and clearing platforms superiority**



**Available in 16 European countries**



**The leading electricity data shop across Europe**

# Tomorrow, Euronext will expand its leadership in power, from spot to derivatives across Europe

## Growth tailwinds

**Electronification** of usage in **renewables and energy transition**

**Volatility** across timeframes requires more **hedging and trading**

Clients call for **comprehensive offers** to access all services at the same place

**Algo trading and data analytics** as powerful tools to navigate market complexity

## 2027 roadmap

- **Reinforce the leadership of Nord Pool** as the key marketplace for trading European power spot markets
- **Diversify the offering**, including new geographies, new data products and services
- **Expand to power derivatives contracts**, leveraging on Euronext's integrated value chain and Nord Pool leadership, starting in the Nordics through strong Nord Pool local anchor
- **Scale-up** and expand spot and derivatives trading and clearing services across Europe

# Today, Euronext is a leading player in European fixed income trading



**#1**

in Italian Repo trading

**#1**

in Europe for D2D European Government Bonds

**#1**

Trading venue for Next GEN EU bonds

**#3**

in Europe for D2C European Government Bonds

**#1**

European Retail bond platform MOT<sup>(2)</sup>

## High growth

**€138.3m**  
annual revenue<sup>(1)</sup>

**+17.0%**  
CAGR<sub>2020PF-LTM 2024</sub>

## Record volumes

CASH NOTIONAL

**€34bn<sup>(1)</sup>**  
*X2.4 since 2020*

REPO NOTIONAL – TERM ADJUSTED

**€469bn<sup>(1)</sup>**

<sup>(1)</sup>Last twelve months as of 30 September 2024 <sup>(2)</sup>Mercato Telematico delle Obbligazioni



## Tomorrow, Euronext will expand the winning model of its fixed income franchise

### Growth tailwinds

Policy rates to remain **supportive** and **debt issuances high**

Enhanced **liquidity and transparency for sovereign issuers**

Participation of **institutional** and **retail investors** will further expand

### 2027 roadmap

- **Expand in Dealer-to-Client electronic trading** through strategic partnerships to increase BondVision market share across Rates, Credit and Repo
- **Further activate MTS' winning model** of electronic liquidity, transparency and efficiency in Europe
- **Launch an innovative set of fixed income derivatives** leveraging on our strong fixed income footprint



### III. Build upon our leadership in trading

● ————— Equity markets ————— ●

Expand cash equity  
leadership through new  
trading services

Build the leading ETF  
market in Europe

# Today, Euronext is the leading venue for cash equity trading in Europe

The go-to platform  
for equity trading in Europe

## #1 Cash Equity trading venue in Europe <sup>(1)</sup>

### Leading market quality

- ✓ Largest liquidity pool with 25% of European equity trading
- ✓ State-of-the-art **proprietary trading platform Optiq®**
- ✓ **Leading venue** for price formation and liquidity discovery
- ✓ Unique track record in **value extraction** and **liquidity** management

Reinforced leadership in Europe with  
innovative trading solutions

- ✓ Expansion to **pan-European and US stocks** of retail offering

## EURONEXT GEM

- ✓ Launch of **Euronext Mid-Point Match**, enabling members to benefit from full suite of execution services
- ✓ Pioneered low latency offering with the launch of **microwave network EWiN**

## Tomorrow, Euronext will expand its cash equity leadership through new trading services

### Growth tailwinds

Increasing and stimulated **retail participation** in EU equity market

Growing **sophistication of asset owners and asset managers**

Active, diversified and flourishing **community of quant and proprietary trading firms**

### 2027 roadmap

- **Diversify trading offering with tailored solutions** for local and global brokers, asset owners and asset managers, leveraging Euronext's cutting-edge trading technology
- **Offer cost-effective and best-quality EU wide services to retail investors.** Expand Best-of-Book programme and GEM, with improved post trade set-up
- **Expand best-in class liquidity management programmes,** tailored to changing liquidity patterns



# Transversal growth enablers



# From a 1.5° trajectory today to a Net Zero ambition tomorrow

Euronext explores the best ways to deliver carbon neutrality by 2050 at the latest



## How?

Follow a **two-step** approach to set up Euronext's Net Zero ambition:

- Join « **Race to Zero** », the most ambitious global coalition
- Set **long-term and Net Zero science-based targets** following the most robust standards



## When?

- **November 2024**: Formalise adhesion to Race to Zero at the COP29
- **By 2027**: Assess **all current existing frameworks** and upcoming **guidance** from regulators with the aim to set robust Net Zero targets

# Euronext will foster diversity and inclusion as a catalyst for growth

86% of our employees feel their job contributes to Euronext's purpose and strategy

A work environment naturally designed for diversity

Home to **65+ nationalities in 18 countries**, embracing **all forms of diversity**

**A collaborative and entrepreneurial environment**

Where employees are empowered to develop their full-potential

**Access to cutting-edge technologies and expertise**, encouraging innovation and creativity

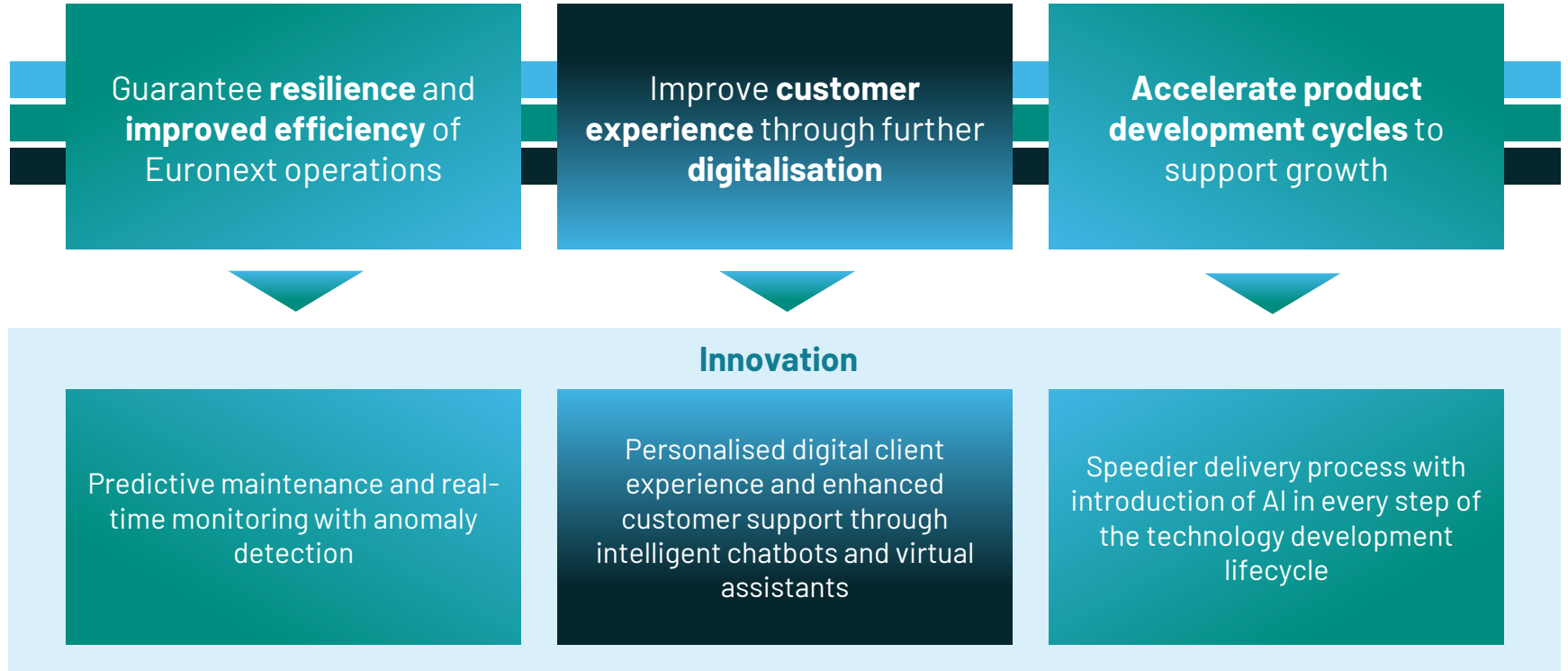
**Customised career growth, international opportunities and skills development**

## 2027 roadmap

- **Ensure fair opportunities for all**, from recruitment, development to equal pay, with at least 30% female representation in local boards and senior management
- **Engage our ecosystem** with « Ring the Bell » and awareness sessions, embarking all our clients, employees and partners
- **Prepare new generations from all backgrounds to join the capital markets** ecosystem by leveraging the Euronext Foundation
- **Empower employees to take the lead** with two days dedicated to societal actions



# Tomorrow, Euronext will use AI as an enabler to enhance operational excellence across the organisation





# M&A optionality to accelerate the delivery of strategic priorities

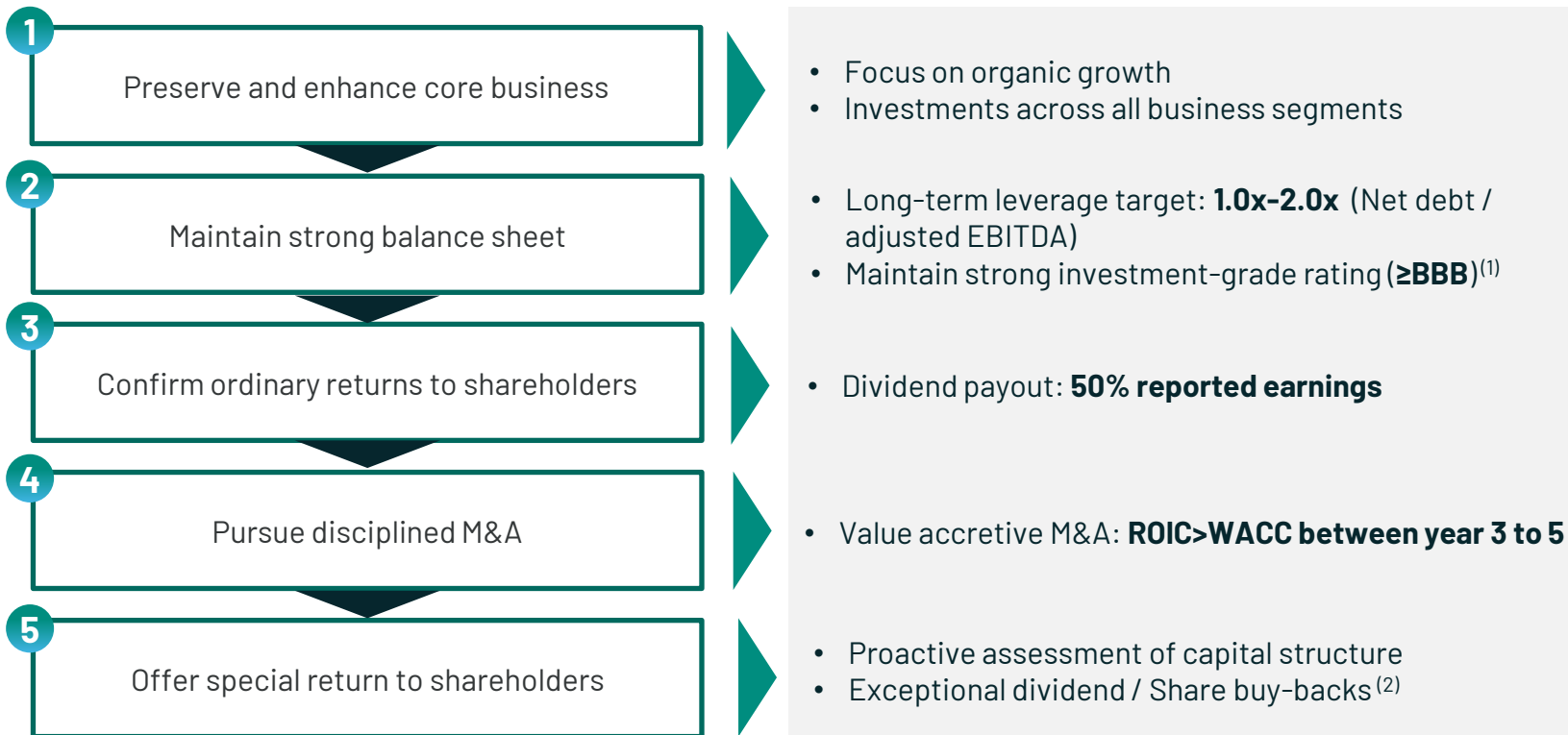
<i>Deal type</i>	<i>Key features</i>
<b>Transformational deals</b>	<ul style="list-style-type: none"><li>▪ <b>Full integration</b></li><li>▪ <b>Strong value proposition for existing clients</b></li><li>▪ <b>Focus on synergies and integration</b></li></ul>
<b>Mid-size deals</b>	<ul style="list-style-type: none"><li>▪ <b>Diversification opportunities</b></li><li>▪ <b>Focus on growth and recurring revenues</b></li></ul>
<b>Bolt-on deals</b>	<ul style="list-style-type: none"><li>▪ <b>“Quasi-CapEx”, speed up time-to-market</b></li><li>▪ <b>Strengthening our presence across the value chain</b></li><li>▪ <b>Unlocking market opportunities</b></li></ul>

## Unchanged Euronext's recognised rigorous capital allocation policy

---

Investment criteria	→	ROCE > WACC in year 3 to 5
	→	Contribute to <b>higher organic revenue growth</b>
	→	Provide <b>scalability</b> and/or improved <b>exposure to non-volume</b> related businesses

# An updated capital allocation policy with a focus on shareholders' returns and strategic flexibility



# Putting the updated capital allocation policy at work: Euronext to launch a €300m share repurchase programme in Q4 2024

✓ Preserve and enhance core business

✓ Maintain strong balance sheet

✓ Confirm ordinary returns to shareholders

✓ Pursue disciplined M&A

✓ Offer special return to shareholders

- Post-tax operating cash flow (LTM Q3 2024): **€728m**
- Net debt / adjusted EBITDA<sup>(1)</sup>: **1.5x**
- Maintain strong investment-grade rating: **BBB+, positive outlook**
- Dividend paid in May 2024: **€2.48 per share**
- **3 strategic bolt-on acquisitions executed in 2024** complying with Euronext's investment criteria

Launch of a **share repurchase programme for a maximum amount of €300 million for a period of 12 months** maximum starting on 11 November 2024. The program represents around 3% of outstanding shares<sup>(1)</sup>



## By 2027, Euronext will remain

highly profitable

highly integrated

## By 2027, Euronext will be

more focused on  
innovation

more diversified,  
larger and stronger

more powerful to  
create M&A optionality



# Q&A

<https://www.euronext.com/en/about/media>



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Investor Relations Officer

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